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17 March 1960

MEMORANDUM FOR: Director of Training

SUBJECT : Area Training

REFERENCE : Memo dtd 30 Oct 59 to EA-DD/S fr DTR, same subj.

1. I am sorry that I have been so long in commenting on the staff study that you forwarded to me on the subject of Area Training.

2. The study points out that the Area Training Program needs considerable revision and offers good recommendations as to (1) developing bibliographies for guided reading, (2) arranging "ad hoc" lectures or seminars exploiting current availability of area experts, (3) continuing to expand coverage and refine content of the two basic courses being offered (AAO and IOE), and (4) remaining prepared to conduct country and regional studies, courses and seminars against demonstrated demand. It also concludes that there is no other course open to OTR but to discontinue presenting these latter courses until they are told specifically what it is that the Clandestine Services, the overwhelmingly principal customer, wants in the way of these kinds of courses.

3. It is this conclusion that to me is the nub of the problem. I believe it is safe to say that the LAS has been devising courses which it thinks would be useful and desirable and has been trying to sell these courses to the Clandestine Services at various levels. The LAS has also been planning and presenting several of its courses without having firmly established training requirements. Worse yet, courses are given without the benefit of any procedure or system which ensures adequate participation even when course requirements are known.

4. I believe that, as with other kinds of training, the Area Training Program can be developed only after the Clandestine Services have specified the needs of their employees, and are prepared to follow up and insure that personnel are required to take such training. If we can get this principle firmly accepted,

DDT: ~~that I think there should be developed within the Clandestine Services a procedure~~
which recognizes the following steps as fundamental:

DDV Memo' of VBL AA

CHANCE: CHANGED LOG. Identification of required training for every individual employee

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expressed in terms of specific courses graduated in relation to the level of experience and background of the employee.

b. Nomination of personnel requiring training in the form of a periodic planning paper generated by each of the principal components, coupled with an over-all Clandestine Services summary. This would constitute a request on OTR to provide the indicated training for the program period and an undertaking to support a training program of the indicated level and scope.

c. Periodic evaluation of the over-all effectiveness of each of the components in fulfilling its projected training program.

d. Testing or other evaluation of employees on their preparedness for overseas duty--either as a part of course presentation or in advance as a basis for planning and scheduling of training for the individual employee.

5. While the above steps are, I believe, essential to an effective area training program, there is a series of secondary steps which would assist in raising standards in Area Training as well as in other training fields:

a. Division Training Officers should be of higher grade and given greater authority than is now the case. The training officer need not necessarily be a member of the Division Support Staff, but in any case he must have ready access to, and be able to speak for, the Division Chief.

b. Wide publicity should be given to the substantial time and manpower required to plan, prepare, and schedule courses.

c. Attention should be focused on the need for area and language competence to keep pace with the increasingly higher standards of competence expected of the Foreign Service and other U. S. Government representatives abroad by the Congress and the Executive Branch.

6. If you agree with these steps I recommend the following course of action at this time:

a. Accepting the conclusions of the staff study, have the LAS

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prepare an inventory of its present capabilities for Area Training reflecting the various degrees of competence which they have attained in the respective countries and regions of the world.

b. Forward the proposals as set forth in paragraphs 4 and 5 to the Deputy Director (Plans) for consideration.

c. On conclusion of the DD/P consideration and with the concurrence of the DD/P, detail to the Clandestine Services a senior officer of generalized competence in training administration to be put at the disposal of the DD/P in working out a program of area and language training administration.

7. It may well be expected that the system developed in carrying out recommendation 6.c. above could be expanded to cover all other fields of OTR training. However, I believe the subject of area and language training administration could most usefully be used as a pilot project because of the heightened current interest in, and concern with, this subject.


Executive Assistant to the
Deputy Director (Support)

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Approved For Release 2001/08/30 : CIA-RDP63-00309A000200080002-5

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